



Affective Commitment And Self-Efficacy As Mediators In The Relationship Between Transformational Leadership And Employee Performance

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Abstract: This study aims to examine the influence of transformational leadership on affective commitment and self-efficacy, as well as its influence on the performance of junior high school teachers in Baraka District, Enrekang Regency, South Sulawesi Province. This aims to provide an overview of variables that have been researched, namely the variables of transformational leadership, affective commitment, self-efficacy, and performance. The descriptive verification method is a method used by researchers to test the truth of the proposed hypothesis by collecting empirical data obtained in the field. To prove the theory, this study utilizes data collected through a survey and examines it with both descriptive and inferential statistics, as well as Structural Equation Modeling analysis. Assisted by the AMOS 24 program. The results of the study: (1) Transformational leadership influences affective commitment, (2) Transformational leadership influences self-efficacy, (3) Transformational leadership influences performance, (4) Affective commitment does not influence performance, and (5) Self-efficacy influences performance.

Keywords: Transformational Leadership, Affective Commitment, Self-Efficacy, Employee Performance.

INTRODUCTION

Human resources are a vital asset for an organization. Organizational performance is highly dependent on the performance of its human resources. Resources within an organization can only function effectively if accompanied by quality source Adequate human resources (Faugoo, 2024). Employees are required to have enthusiasm, work experience, motivation, and high self-discipline in addition to possessing knowledge, skills, and competencies. Organizational performance will improve if the employees within the organization have good performance, so that the process of achieving organizational goals will run smoothly (Wardati et al., 2025).

In the process of achieving good performance, leaders are needed who possess integrity and are able to inspire and realize the vision. Research by Lama et al. (2024) states that the leader's success is the leader's own integrity. capable set objective and direct subordinate to achieve them together. And capable communicate with the good team in organizational performance. Li &



Rasiah (2025) implemented a high-performance system that can be achieved if employees are proactive in decision-making and feel enthusiastic about doing their work.

Affective commitment is a concept that involves an employee's emotional attachment to the organization. Jiatong et al. (2022) presented research findings that employees with high affective commitment consistently strive for greater performance and effectiveness, and this directs employees to maintain their roles.

According to Asti & Nasution (2025), self-efficacy influences perception, motivation, and performance. Many people are reluctant to do something simply because they feel they don't have enough ability. People tend to avoid situations where they feel they cannot do it. No ability besides that efficacy of self-influence choice someone toward task, situation, colleague work, how much big business which issued and how many the length of time the person will try.

Leadership transformational, that is, a type of leadership revolutionary, which is assessable to improve performance, and able to stimulate increased affective commitment and self-efficacy. Susilawati et al. (2025) found in their research that organizational commitment significantly increased when a transformational leadership style was implemented, which in turn positively impacted performance. Manurung & Desiana (2025) found that the implications of transformational leadership, which is able to transform the vision of the future, have a positive influence on self-efficacy. Meanwhile, self-efficacy boosts employee confidence in carrying out and completing tasks.

Manggiasih & Santoso (2024) tested a conceptual framework that places affective commitment, namely employees' emotional attachment to the organization, at the core of organizational commitment. This study shows that transformational leaders play a crucial role in enhancing emotional attachment and employee engagement. Through this approach, leaders can build effective collective performance based on a deep understanding of the task by each team member. Suryadi et al. (2024) emphasized that leadership must be able to influence others to understand and agree on what which need done as well as process help individual and collective efforts to achieve common goals. According to Meyer & Allen (1991), affective commitment is an individual's emotional connection to the organization, identification with the organization, and involvement in organizational activities. Members with strong affective commitment to the organization have a high intention to remain with the organization because they want to.



Based on the research results of Saputra et al. (2024), it is emphasized that transformational leaders have charisma and the ability to stimulate the intellectual development of subordinates, thus having positive implications for organizational commitment. The research results of Suliati et al. (2025) suggest that transformational leadership behavior significantly increases the innovative work behavior of subordinates. This is achieved through the leader's ability to build a shared vision and encourage knowledge sharing, which inspires employees to increase their creative self-efficacy to achieve the collective goals of the organization. Furthermore, research by Putra & Zona (2025) indicates that transformational leadership behavior, through increasing psychological empowerment, not only encourages innovative work behavior but also strengthens employees' emotional attachment (affective commitment) to the organization.

Leader, which charismatic emphasis on effort to support morale, leading to increasing self-esteem and self-efficacy (Zhang et al., 2025). Leaders are key in building strength and trust selfemployee. As Wardani et al. (2025) suggested, transformational leaders tend to provide positive feedback to subordinates and encourage optimism. As a result, they increase employee commitment to achieving organizational goals. Bandura et al. (1999) suggested that self-efficacy, or realized ability, refers to the belief in an individual's ability to reach success in carrying out the assigned tasks.

Leadership is a key factor in building employee strength and confidence. Research by Setiyawami et al. (2023) confirmed that under trustworthy and inspiring leaders, employees exhibit high levels of creative self-efficacy and psychological empowerment, motivating them to act and behave innovatively. Furthermore, research by Jiwa & Andika (2025) revealed that self-efficacy is a powerful force in responding to change, and the ability of transformational leaders to foster the self-confidence of their subordinates is crucial.

Leadership plays a crucial role in the quality of an organization's performance. Transformational leadership can influence the performance of subordinates, as explained in the following: with simplicity. Wadhani et al. (2025) stated that leader Transformational leadership influences followers to focus on collective interests rather than self-interest. This can stimulate followers to achieve higher performance. As Chiroma et al. (2025) research suggests, transformational leadership is directly related to team performance, indicating that



transformational leadership practices lead to improved employee performance, ultimately increasing organizational profitability.

Based on research results from Wulansari & Pratama (2025), it was stated that transformational leadership can be an effective mechanism for improving performance. Employees working under transformational leaders understand that the organization's vision and mission have a positive impact on organizational performance. Furthermore, research by Mughni et al. (2024) found that transformational leaders positively influence employee performance through the inspirational motivation component demonstrated by the leader.

Because employees who have affective commitment are more willing and motivated to contribute in a significant way to the organization. As announced by Abadiyah & Ilviyah (2022), stated that highly committed employees tend to have higher work motivation, as well as performance work, which more tall. Employee Which committed in a way effective tends to do his job well and become more productive. Sari & Budiono (2025) emphasized that when employees are effectively committed to the organization, they will contribute and develop more creative work behaviors, so that affective commitment improves employee performance in a positive direction.

Based on the research results of Farisi et al. (2024), empirical evidence is provided on the positive effects of affective commitment on performance. Employees with a high level of affective commitment will be psychologically and emotionally attached to the organization and exhibit positive behavior, giving their best, making sacrifices, and having a high level of loyalty to the organization. Such employees have high loyalty to the organization. Therefore, employees will exert full effort to carry out their duties and have a positive impact on the performance of the organization. The results of the study by Rahman & Frianto (2024) confirm that employees with strong affective commitment and an emotional bond with the organization will demonstrate high performance, resulting in a positive impact.

Self-efficacy is related to how well someone can perform actions based on self-confidence. Subagya et al. (2023) suggested that increasing intrinsic motivation and affective commitment builds employees' confidence that they have the ability to perform their jobs. In organizations, having this self-confidence creates a positive performance relationship for the members of the organization who possess it. Astuti & Arraniry (2024) stated that self-efficacy strengthens employees' beliefs related to their abilities that are important for task performance in a specific



achievement context, thus becoming a motivational drive that further contributes positively to performance.

Based on the results of Lubis' research et al. (2025) found that employees' level of knowledge about their work would increase self-efficacy and positively contribute to performance. Furthermore, research by Wiyanto et al. (2024) confirmed that self-efficacy can increase work engagement, which in turn improves performance. Employee Which own a target tall will tend to try harder to achieve these goals.

METHOD

This study uses quantitative analysis through the creation of reliable and relevant research methods at junior high schools and Islamic junior high schools in Baraka District, Enrekang Regency, regarding the influence of transformational leadership on performance mediated by affective commitment and self-efficacy.

The variables in this analysis consist of individual performance, transformational leadership, affective commitment, and self-efficacy, measured using a 1-5 Likert scale. The scale ranges from "strongly disagree" to "strongly agree". By using a saturated sampling technique or census of 239 teachers in ten junior high schools in Baraka District, Enrekang Regency, the total number of respondents was selected in a non-probability way. Information obtained by the investigator through online distribution.

Although initially planned to use a saturated sampling technique, due to limited responses in the field, this study switched to purposive sampling . This technique was chosen to ensure that the processed data came from respondents who were truly competent, had integrity, and were willing to provide information voluntarily through an online questionnaire . This study used Structural Equation Modeling (SEM). The software used was AMOS version 24 to evaluate the data and answer the hypothesis is the statistical method used.

The indicators, which are variables, are evaluated using the goodness of fit (GOF) technique. The research variables are developed as follows: First-order CFA will be applied to the measurement model to assess whether the measurements are accurate. This analysis uses the Maximum Likelihood Estimation (MLE) approach. Use Confirmatory Factor Analysis (CFA), an



evaluation item questionnaire is conducted to evaluate the relationship between constructs and indicators based on established theories .

Results test CFA, which is shown in Table 1, show that the mark load factor for each question item is >0.5, which can be derived from the fact that all question items are correct. Temporary, Table 2 show mark Construct Reliability is 0.7, and the Derived Variance is 0.5 for each construct, which explains why all constructs are reliable. The test for CFA findings concluded that it is possible to use all metrics to measure the variables and interpret the study results.

Constructs and Indicators	Estimate (λ 0,5)	Results
Transformational Leadership (TL)		
TL1	0,632	Valid
TL2	0,883	Valid
TL3	0,912	Valid
TL4	0,614	Valid
Affective Commitment (AC)		
AC1	0,672	Valid
AC2	0,945	Valid
AC3	0,609	Valid
AC4	0,751	Valid
AC5	0,875	Valid
Self-Efficacy (SE)		
SE1	0,790	Valid
SE2	0,804	Valid
SE3	0,742	Valid
SE4	0,635	Valid
SE5	0,768	Valid
Performance (P)		
P1	0,735	Valid
P2	0,724	Valid
P3	0,794	Valid
P4	0,709	Valid
P5	0,670	Valid

Table 1. Validity Test.

Variabel	Construct Reliability \geq 0.7	Variance Extracted \geq 0.5
Kepemimpinan Transformasional (TL)	0,839	0,565
Komitmen Afektif (AC)	0,909	0,611
Self-Efficacy (SE)	0,929	0,730
Kinerja (P)	0,847	0,527

Table 2. Reliability Test.

RESULT AND DISCUSSION

The research hypotheses were analyzed using the first stage of Structural Equation Modeling (SEM) with AMOS 24. Figure 2 shows the complete SEM test results. Table 3, meanwhile,



illustrates the hypothesis results from the SEM growth study. The fit parameter accuracy was met through model fit validation tests on the complete model. Fordrawing a causality study model with structural relationships,used the model structure. Results test standard fit is as follows: Chi-Square=251,813, probability=0,000, CMIN/DF=1,967, GFI=0.871, CFI=0.942, RMSEA=0.075, AGFI=0.809, TLI=0.923, NFI = 0.891, PNFI = 0.667, PGFI = 0.587. The required cut-off marks have been met by almost all parameters in the study. Matter this shows that model study in accordanceand follow normal conditions for the theory that is planned to be evaluated and tested.

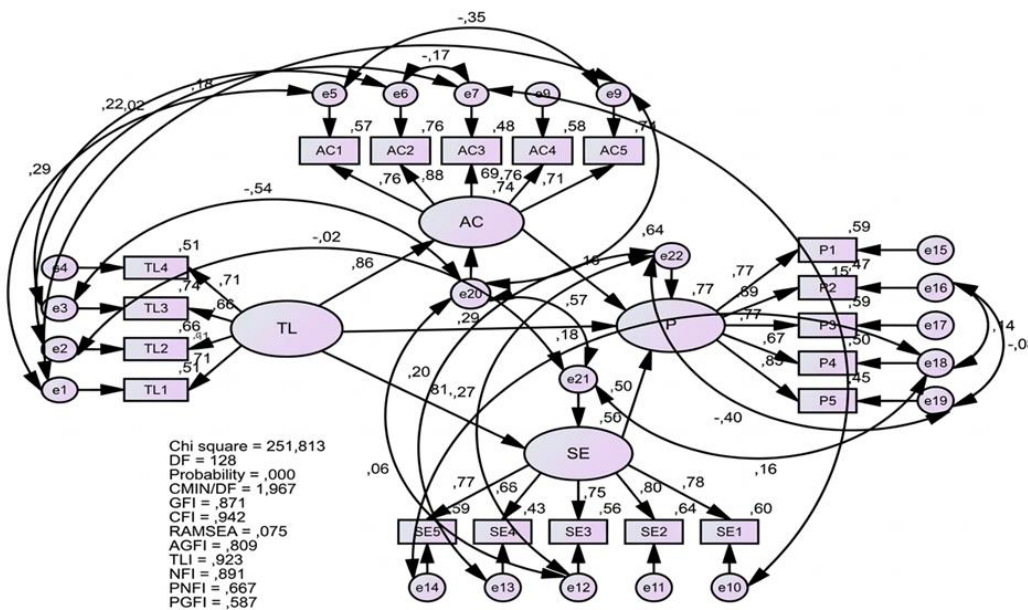


Figure 1. Full SEM Model

	Estimate Standardized	S.E.	C.R.	P	Result
TL □ AC	0,967	0,105	9,229	***	Signifikan
TL □ SE	0,880	0,108	8,160	***	Signifikan
TL □ P	0,300	0,115	2,607	0,009	Signifikan
AC □ P	0,119	0,107	1,110	0,267	Non-Signifikan
SE □ P	0,481	0,136	3,546	***	Signifikan

Table 2. Results of Hypothesis Testing.

The Impact of Transformational Leadership on Affective Commitment

The findings of testing hypothesis 1 suggest that there is a positive and significant influence of transformational leadership on affective commitment. Based on (P-value = (***) < 0.05). These



findings are consistent with previous research conducted by Azinga et al. (2023), which confirmed that transformational leadership increases affective commitment. This occurs because leaders motivate employees through emotional appeal, create a compelling vision, and provide challenges and responsibilities to employees to work together for the collective good. Furthermore, transformational leaders are sensitive to employee needs and strive to fulfill them, thus creating employee perceptions of strong support for the organization. The results of research by Park et al. (2022) confirm that the implementation of a transformational leadership style significantly influences employee affective commitment.

The Impact of Transformational Leadership on Self- Efficacy

The findings of testing hypothesis 2 suggest that there is a positive and significant influence of transformational leadership on self-efficacy. Based on ($P\text{-value}=(***)<0.05$). This finding is consistent with previous research conducted by Runa (2023), which confirmed that transformational leaders help build the self-efficacy of their followers by giving them a sense of confidence that they are capable of performing certain tasks. The results of research by Abdulmawla et al. (2025) confirmed that the implementation of transformational leadership brings significant changes to employees' intrinsic motivation, which in turn increases their self-efficacy based on the theory of intrinsic motivation.

The Impact of Transformational Leadership on Employee Performance

The findings of hypothesis 3 testing suggest that there is a positive and significant influence of transformational leadership on performance. Based on ($P\text{-value} = (0.009) < 0.05$), Purwanto (2022) stated that transformational leaders inspire their followers to act. More lots are required in the organization. Leadership transformational is a set of behaviors that push the performance of an organization to exceed expectations, through improved employee performance. Empirical findings by Mohammed & Al-Abrow (2023) confirm that transformational leadership significantly contributes to improving performance, both at the individual and organizational level. Furthermore, Peña & Caruajulca (2024) confirm that transformational leadership is a key factor driving organizational effectiveness, especially when leaders are able to integrate these values into the work culture.

The Impact of Affective Commitment on Employee Performance

The findings of testing hypothesis 4 suggest that there is no significant influence of affective



commitment on performance. Based on ($P\text{-value}=(0.267)<0.05$).The findings of this study are inconsistent with previous research by Delvin & Pohan (2025) , which revealed that affective commitment positively contributes to employee performance. Furthermore, research by Farisi et al. (2024) suggests that affective commitment has a positive effect on performance. Furthermore, affective commitment has also been shown to act as a mediating variable linking organizational factors to improved employee performance. Based on these results, the insignificant effect of affective commitment on performance in this organizational context is a unique finding that distinguishes this study from previous studies.

The Impact of Self-Efficacy on Employee Performance

The findings of the hypothesis 5 test suggest a positive and significant influence of self-efficacy on performance. Based on ($P\text{-value} = (***) < 0.05$), this research finding is consistent with previous research by Darmarini et al., (2024), which revealed that self-efficacy has a significant influence on performance. When self-efficacy is increased, it ultimately builds employee confidence that they have the ability to complete their work responsibilities. Furthermore, research by Abuelhassan & AlGassim (2022) confirms the direct positive influence of self-efficacy on employee performance achievement.

CONCLUSION

Self-efficacy is a mediating variable for transformational leadership, due to the indirect influence of transformational leadership on performance through self-efficacy. However, transformational leadership has a direct influence on performance. Still more big compared to influence, no direct through mediation, Self-efficacy. Meanwhile, affective commitment has no intervention in the relationship between transformational leadership and performance. Although transformational leadership has the most dominant direct influence on affective commitment, affective commitment does not have any influence on performance either directly or through a mediating relationship. This is supported by previous research, including that conducted by Mughni et al. (2024) , which found that transformational leadership has a positive effect on performance. In addition, self-efficacy mediates the connection between leadership transformation and performance. Research by Piri & Abdi (2025) states that self-efficacy is strengthened when transformational leaders instill confidence in subordinates' abilities and appreciate their



achievements. These findings indicate that self-efficacy strongly and consistently mediates the relationship between transformational leadership and employee performance.

Based on the results of the hypothesis test, it was found that transformational leadership has a direct influence on affective commitment, self-efficacy And performance. Affective commitment is not significantly influential to performance, besides that affective commitment also noIt is a good mediating variable between transformational leadership and performance. Unlike self-efficacy, which has a direct influence on performance, it also acts as a mediating variable between transformational leadership and performance. Efforts to improve teacher efficiency in Baraka District, Enrekang Regency, South Sulawesi Province can be achieved by enhancing the role of transformational leadership, which, theoretically and statistically, plays a crucial role in improving performance. Furthermore, strengthening teacher self-efficacy will also positively contribute to improved performance.

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